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Global Training for Development

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EXECUTIVE SUMMARY

The Academy for Educational Development (AED) is pleased to have been a partner with the USAID Europe and Eurasia (EE) Bureau to provide training assistance to the new nations in Eurasia. The USAID's Global Training for Development (GTD) task order for the Independent States (TRANSIT-IS)¹ was initiated in spring 1997 and continued the work begun under the NIS Exchanges and Training (NET) Project with a number of important differences. Programming in the US was used strategically under GTD where it was essential for achieving the technical objectives of the training, whereas under NET, exposure to the US was a primary objective to address the historic isolation of the region. Under GTD, external training in other countries was increasingly utilized for its value in providing opportunities for comparing models and ideas for change. In-country training and training within the region increased where the content could be conveyed or strengthened through that approach. This helped to foster linkages between individuals within the region and supported the development of coordinated solutions to regional issues. As a result, Central and Eastern Europe were more often used as sources for training to provide rich examples of different approaches taken by countries that were also implementing changes toward democratic governance and market economics.

Expanding the variety of training options under the contract also broadened the number and kinds of experiences trainees could have and allowed for the design of deeper training experiences through combinations of different venues. These changes also helped to develop and expand the capacity of organizations in Europe and Eurasia to meet development needs within the region. For example, Kazakhs were able to observe and discuss first-hand the changes being implemented by their Russian colleagues to address particular problems they had in common. Tajik NGO leaders were able to learn from their peers in Croatia how they had addressed divisive differences through dialogue focused on community development. Women NGO leaders, journalists and government officials from Ukraine observed and discussed with their Polish colleagues how they were addressing the urgent problem of trafficking of women, and then learned from US-based NGOs about their efforts to prevent prostitution and assist the victims.

These shifts in the training program, and in particular the shift away from emphasizing US-based programs, also allowed for training substantially more individuals with fewer resources. Between 1997 and 2002, programs were arranged for more than 47,920 individuals from Eurasia at a cost of approximately \$49,500,000 in comparison to programs for 13,920 at a cost of approximately \$104,000,000 under NET.

¹ Nearly nine months following the start of the GTD\EE task order, the EE Bureau and its two training contractors for activities in the EE region agreed to refer to the EE training program in both regions as Technical Training for Societies in Transition (TRANSIT), distinguishing TRANSIT\CEE administered by World Learning, Inc. and TRANSIT\IS administered by AED. By this time, training activities in the IS were well underway and the identity of the program had become well established as Global Training for Development and the common reference for the program continued to be GTD over the life of the contract. For this reason, this activity is referred to as GTD\EE throughout the report.

The emphasis on in-country and regional training also increased the effectiveness of training in forging and supporting peer linkages. Several important regional initiatives were supported, for example, the Poland-Ukraine-USA Cooperative Initiative, the Caucasus Women's Leadership Conferences, and the Central Asia Electricity Working Group. This emphasis helped to address regional needs and develop the possibilities within regions for cooperation and the collaborative development of solutions. It also helped to strengthen in-country and regional institutional capacity for meeting the training and technical assistance needs of transitioning economies, governance and social structures by working with and utilizing local institutions. As a result, training institutions in Armenia developed the capacity to support small business development throughout the country. A business school in Almaty that provided International Accounting Standards to Tajiks can now support accounting reform throughout the region. A non-profit organization that was established in Turkmenistan by a trainee is now providing business education and skills training for unemployed youth and women.

This approach of building institutional capacity through the provision of training has also strengthened the capabilities of institutions in the larger Europe and Eurasia region to help each other address training and technical assistance needs. A Polish NGO, initially established by USAID, provided training to Ukrainians in Poland and to Armenians and Kazakhs in their home countries. A recently established Hungarian organization also established with help from USAID, is now one of the resources that is used to provide training to individuals from throughout Eurasia.

Looked at in isolation, these changes may seem small. Viewed within the larger context of development in the region, these changes represent real progress for the establishment of regionally-based capacity for assessing human resource development needs and designing training to meet the identified needs. Nine years ago it was not possible to identify organizations that could provide relevant training to support transition in these countries; today examples can be cited in every country.

And while intended, these changes are almost incidental to the specific objectives of specific training provided under the contract. The stated objectives of the GTD activity were to provide training and training services to support USAID's development assistance activities. Economic Restructuring, Democratic Initiatives, and Social Reform as well as special regional initiatives were targeted. Each Mission identified the specific intermediate results to be achieved in accordance with their strategic plan. Training was planned and designed to provide individuals with the specific knowledge, skills and attitudes they needed to contribute to the improved performance of their organizations (or within their sector) in nascent democratic countries with free markets.

Depending on the role assigned to the contractor by each Mission and in coordination and under the direction of the EE Bureau, AED provided an array of services. We conducted assessments of training needs across the Mission's portfolio of assistance activities, developed training plans to address the needs, designed training programs – generally for groups of trainees, and arranged approved programs most often through a competitive bidding process. Contractor staff monitored programs in-progress, evaluated completed programs, and debriefed trainees to assess trainee success in achieving program objectives and their contributions toward the achievement of USAID's intended results. The flexible contract management structure allowed Missions to access AED's services, with general guidance and direction from USAID/W, in ways that best

met their needs and resulted in distinct regional programs responsive to local conditions within an overall framework for training assistance.

The Missions served under the contract included USAID/Ukraine (overseeing activities in Ukraine, Belarus and Moldova); USAID/Caucasus (overseeing activities in Georgia and Azerbaijan); USAID/Armenia; and USAID/Central Asian Republics (overseeing activities in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan). Significant structural changes took place during the period of contract performance. These included the establishment of two Missions in the Caucasus region where there had originally been one (USAID/Armenia originally overseeing activities in all three Caucasus countries), and USAID/CAR's award of a separate GTD task order for its own Mission-managed training activity. Over the life of the contract, USAID/EE provided overall coordination for the activity with management support and operational guidance provided to Missions and AED by staff in the USAID/EE Training Office.

The examples presented in this report demonstrate the breadth of AED's service to USAID/W and USAID Missions throughout Eurasia between Spring 1997 – Winter 2002 and the variety of support for USAID's objectives under the contract. These are provided in relation to their different achievements: support for specific strategic objectives, the creation of sustainable linkages, and the development of local and regional capacity. We have also provided our thoughts, toward the end of the narrative, on successful training practices and models as well as recommendations for improving results achieved through training. Finally, we have addressed monitoring and evaluation and have provided suggestions to more systematically demonstrate the contributions of training to the achievement of intended results.

AED's experience implementing USAID's training program in Eurasia has been a rich one. This latest chapter implementing GTD has provided opportunities to work with USAID/W and Missions in the region to develop new and innovative approaches to helping individuals address the needs of their new nations. This report and the information it provides strives to accurately convey the dynamic nature of change in the region and the important support for reform and change that USAID has provided under the GTD activity.

I PROGRAM SUMMARY

CAUCASUS

Country Initiatives

ARMENIA

Under GTD, a total of 470 programs were conducted in Armenia for more than 10,000 participants. Two-thirds of these programs took place in-country with the remaining third divided between third-country and US-based training. The program areas described below provide information on activities that received significant emphasis or involved an especially large number of participants. In addition to these areas, training also included civic education, health education, girls education, tax administration, local government administration, and pension reform.

Small- and Medium-Sized Enterprises (SME)

The overall objective of the SME series was to promote the development and expansion of viable business enterprises able to support the economic development of the country. Begun in 1997 and continued through 2001, the SME series covered three main areas: Small and Medium Enterprises (SME), Business Skills Development, and a Training of Trainers Certificate Program. Overall, approximately 90 in-country programs were conducted in more than 30 cities and villages in all regions of Armenia and involving about 3,000 small and medium entrepreneurs. These participants acquired skills to conduct market research and forecast consumer behavior; increase the number of regular customers; diversify and/or expand their businesses from retail to wholesale; and acquire a greater understanding of internal and external markets. In addition, a conference was organized as a follow-on program to reinforce the skills and practices covered in previous programs. The objective of the conference, which included a product exhibit, was to provide participants with opportunities to establish contacts with businesses within and outside Armenia.

A key component in the design of the SME series was the Training of Training Program (TOT). The aim was to increase the number of SME trainers and strengthen the capacity of local consulting organizations to provide business training and skills building to SMEs. A total of 30 trainers representing six local training providers completed the TOT program.

Agriculture

Close to 50 training programs for small and medium agricultural enterprises were conducted to address the technical and management difficulties experienced by small farmers. The program covered four major areas: dairy processing, fruit and vegetable processing, bookkeeping, and livestock care. Over 700 farmers and agricultural entrepreneurs selected from throughout Armenia participated in these programs.

Economic News Coverage

To improve the overall quality of economic news coverage, a series of programs was designed to address the important role that mass media plays in developing public opinion. The training series allowed participants to strengthen their skills in providing clear, unbiased, and accurate coverage of economic news. Close to 40 programs were conducted in this area, which have

resulted in a higher standard of economic and financial news coverage that has enhanced the public's understanding and awareness of the economic reform process.

Energy Sector Reform

The overall objective of these programs was to assist representatives from the Energy Regulatory Commission, Distribution Companies, Ministry of Energy and Fuel, and the Institute of Energy develop a more efficient and market-driven energy sector. Training covered a wide spectrum of topics: the economic benefits to privatization; transparency in operations and finances; metering and collection equipment; safety and security standards to generate and distribute power; wind energy technology; and emergency practices in power generation and distribution. In addition, officials from the Energy Regulatory Commission attended several programs to define and articulate key issues of the Commission's regulatory function, establish sound regulations for license, tariff, and contract approvals; and develop market-based tariff methodologies and rate structures.

Regional Energy Markets

The goal of these training programs was to increase the efficiency of Armenian and Georgian power systems and initiate a dialogue among energy professionals and managers to establish regional cooperation and collaboration in the energy sector. (See description under Regional Programs for expanded information).

International Accounting Standards (IAS)

Training programs on accounting reform were designed to assist with the implementation of the newly enacted IAS. The goal was to train accountants and auditors to promote the adoption of IAS and audit practices; improve the financial management and efficiency of Armenian enterprises; and strengthen the ability of Armenian academic institutions to provide training. Another goal of these programs was to train accountants and financial managers working in the energy sector, such as the Energy Regulatory Commission and Distribution Companies, to ensure compliance with IAS in their respective organizations. Over 40 programs were conducted with participants drawn from a wide cross section of public and private enterprises, government agencies, and academic institutions.

Bank Supervision

Top- and mid-level management from the Supervision Department of the Central Bank of Armenia (CBA) received training in priorities and best practices of bank supervision; licensing and regulatory functions; and formulation of bank regulations and procedures to facilitate the introduction of IAS. Programs took place in Poland and the US including internships with US banks where participants were exposed to state-of-the-art concepts and practices and also acquired skills to conduct training to CBA personnel.

Social Policy Reform

The overall goal of these programs was to assist in the development of a legal and economic framework that would enable NGOs and businesses to establish an affordable and sustainable social welfare and pension system. Senior policy makers examined ways to plan, design, and evaluate private and public options to implement welfare reform; reviewed international methodologies used to identify vulnerable individuals; and identified the roles that the government, businesses, and NGOs play in formulating a comprehensive approach to welfare reform. These training programs took place in Poland and Croatia and laid the foundation for the Social Transition Program being implemented by several US contractors.

Women-led NGOs

A series of regional programs took place to promote greater cooperation among women led NGOs in the Caucasus Region in the areas of conflict resolution, women in business, and the development of a strong and open civil society. (See description under Cross Border Linkages for full description of these programs).

Long-Term Academic Study

Seven participants received Master's degrees in Accounting\Business Administration from universities in the US. The aim was to create a cadre of professionals trained in Western accounting methods and to expand the capacity of Armenian universities and institutes to provide training in IAS and financial management. Upon completion of their programs, the participants are expected to play leadership roles in the economic restructuring efforts, as well as teach courses in finance at universities or other institutions for at least three years.

Below is a list of academic programs attended by Armenians:

Program Title	No. of Participants	Gender	University
Masters of Accounting /Part 1	1	F	Univ. of Texas at Dallas
Masters of Accounting /Part 2	1	M	Univ. of Texas at Dallas
Masters of Accounting /Part 3	1	F	Univ. of Texas at Dallas
Masters of Accounting /Part 4	1	M	Univ. of Texas at Dallas
Masters of Accounting /Part 5	1	M	Univ. of Texas at Dallas
Masters of Business Administration-Accounting	1	M	Univ. of Texas at Dallas
Masters of Public Administration/Policy	1	M	Harvard University
Total	7		

AZERBAIJAN

In Azerbaijan, 145 programs were conducted under GTD involving over 2,300 participants. Approximately 75 percent of these programs took place in-country and the remaining 25 percent in third countries or the US. In addition to the program areas described below, training also took place in economic policy, conflict resolution across cultures, and labor union administration.

Small- and Medium-Sized Enterprises

The SME programs targeted three types of entrepreneurs: young people interested in starting their own businesses, entrepreneurs who have some experience, and successful owners and managers of businesses. The goal of this series was to facilitate and promote the growth of commercially viable SMEs outside the capital city; increase income and employment opportunities in rural areas; and increase the number of business associations outside Baku. Approximately 275 entrepreneurs benefited from these programs.

A critical component of the SME program was the basic and advanced business skills series for local training providers. The aim was to expand the ability of training organizations to offer courses on entrepreneurship, financial management, marketing, and business plan development. Ten local training providers were selected and approximately 960 businessmen and women from throughout Azerbaijan benefited from the business skills series. In addition, four training of trainers sessions were conducted focused on adult learning methodologies. Over 100 participants attended these sessions.

Agricultural Development

These programs focused on two aspects of agriculture, agribusiness expansion and strengthening the technical skills of farmers. The participants included representatives from NGOs and lending institutions, agribusinessmen, and farmers. The training focused on small-scale farming business development, marketing, access to credit, increased profitability of farm operations, as well as introduction of new crops, greenhouse setup, small-scale irrigation and water conservation, appropriate use of organic fertilizers, and safe harvesting and storage techniques. Close to 15 programs were conducted to support agricultural development.

International Accounting Standards

The purpose of these programs was to develop a core of accountants and auditors able to spearhead and lead accounting reform in Azerbaijan. As a result of these programs, the Association of Azerbaijan Certified Accountants was established by a group of participants to promote international accounting standards in Azerbaijan and develop a certificate program. Over 60 participants took part in these courses.

Community Development/Mobilization

The aim of these programs was to develop a cadre of community leaders, many of whom are refugees and internally displaced persons (IDP), to impart critical skills and knowledge to other community leaders working with IDPs and refugees. The primary goal was to empower people to work toward the benefit of the community as a whole. Through these programs, close to 80 community leaders and trainers acquired the skills necessary to define and address their needs, manage and resolve problems and conflicts, and marshal community resources.

Women-led NGOs

The goal of these programs was to promote regional cooperation and collaboration among women-led NGOs of the three Caucasus countries. (See under Cross Border Linkages for full description of these programs).

Long Term Academic Study

Two participants completed their Master's degrees in public health and three participants pursued Master's degrees in economic policy. These participants are expected to provide expertise and leadership in Azerbaijan's reform efforts in both areas: health care reform and transition to a democratic market economy.

Below is a list of academic programs and training institutions:

Program Title	No. of Participants	Gender	University
Masters of Business Administration in Accounting I	1	M	Georgia State Univ.
Masters of Economic Policy I	1	F	Columbia Univ.
Masters of Economic Policy II	1	M	Columbia Univ.
Masters of Public Health I	1	M	Tulane Univ.
Masters of Public Health II	1	F	Tulane Univ.
Total	5		

GEORGIA

Nearly 300 programs were conducted in Georgia with approximately 7,250 participants. Approximately 70 percent of these programs took place in-country with the remaining 30 percent equally divided between third countries and the US. In addition to the program areas described below, training also addressed accounting education, banking and finance, gas and oil, computer technology, database administration, legal drafting, health education, and HIV prevention.

Conflict Resolution\Young Leaders for Peace

Since its beginning as a US-based summer-camp activity program held in 1998, the Young Leaders for Peace and Development Program has run for four years, developing into a combination of in-country activities held throughout the year and a US-based program conducted each summer. Over 500 teenaged victims of the Abkhaz-Georgian conflict have been directly involved in these programs.

The major goals of the Young Leaders for Peace and Development Program were:

- To promote peace and understanding among the people of Georgia and Abkhazia by developing a cadre of young future leaders who have developed ties of friendship and understanding among themselves and are committed to the peaceful resolution of conflicts.
- To develop conflict prevention and resolution skills for Abkhazian and Georgian war-torn youth and to prepare them as trainers able to initiate projects within their communities.
- To train young leaders in English language skills to broaden and facilitate their communication with youth leaders around the world.

The youth, most of whom were between the ages of 14 and 16, were selected based on their psychological and economic vulnerability, academic performance, leadership potential, interpersonal skills, and involvement in school and community activities. They participated in intensive interactive activities to deepen their understanding of each other and deal with conflicts in constructive and nonviolent ways. Training focused on specific skills central to mediation and conflict resolution such as active listening, identifying and analyzing issues, defining solutions, and achieving compromise and reconciliation. Other key components of these programs included NGO development, English language skills, and basic business skills to promote self-sufficiency. In addition, a series of training of trainers programs were conducted for Georgia and Abkhazia teachers, psychologists, social workers, and NGO leaders involved in youth activities. The aim was to build a team of trained facilitators in conflict prevention\resolution able to promote dialogue among professionals from both regions working in these issues.

Small- and Medium-Sized Enterprises (SME)

Over 500 entrepreneurs have taken part in SME training programs. The overall goal was to facilitate the growth of small businesses thereby increasing income and employment opportunities primarily in rural areas. The programs targeted entrepreneurs who already had businesses, people who needed skills and resources to start a business, and local training providers interested in strengthening their training techniques. Participants learned how to conduct market research and forecast consumer behavior, increase the number of permanent customers, diversify and/or expand their businesses from retail to wholesale, and acquire a greater understanding of internal and external markets. In addition, a series of 12 programs involving 240 financial managers of SMEs was conducted to increase their understanding of accounting systems, help them identify sources of financing, and conduct financial analysis.

Social Policy Reform

The overall goal of these programs was to assist in the development of a legal and economic framework that would enable NGOs and businesses to establish an affordable and sustainable social welfare and pension system. Senior policy makers examined ways to plan, design, and evaluate private and public options to implement welfare reform; reviewed international methodologies used to identify vulnerable individuals; and identified the roles that the government, businesses, and NGOs play in formulating a comprehensive approach to welfare reform.

Local Government

The Local Councils Development Program has provided training to more than 500 council members throughout Georgia. Two training of trainers programs were conducted for staff of NGOs who in turn conducted the training throughout Georgia. The goal of this program was to strengthen the ability of newly-elected local officials to promote democratic changes and economic development in their districts. Participants received practical and hands-on training in budget preparation and management, outreach and constituent relations, legislation dealing with council functions, self-governance, adverse effects of corruption, and the importance of information and transparency in government work.

International Accounting Standards\Financial Management

Over 240 accountants received training in IAS to assist with accounting reform efforts. This training will allow them to be awarded the Certificate of Achievement and become members of the Association of Chartered and Certified Accountants. In addition, university professors attended courses in London to develop accounting curriculum and courses at universities in Georgia.

Another series of programs conducted throughout Georgia trained local businessmen and women in the use of modern accounting and financial analysis tools to plan and improve the financial health of their businesses. Additional programs trained university professors to develop courses in financial and managerial accounting at their universities.

Nearly twenty training programs involving approximately five hundred accountants, university professors, and businessmen and women were conducted in these areas.

Regional Energy Markets

The goal of these training programs was to increase the efficiency of the Georgia and Armenian power systems and initiate a dialogue among energy professionals and managers to establish regional cooperation and collaboration in the energy sector. (See description under Cross Border Linkages for expanded information).

Women-led NGOs

The goal of these programs was to promote regional cooperation and collaboration among women-led NGOs of the three Caucasus countries. (See under Cross Border Linkages for full description of these programs).

Long Term Academic

Five academic participants received Master's degrees in regulatory and utility law at US universities. The aim was to develop a cadre of professional legal experts able to introduce legislation and implement reforms in the oil, gas, and electricity sectors.

Below is a list of academic programs and training institutions:

Program Title	No of Participants	Gender	University
Masters Degree in Regulatory and Utility Law	1	M	Univ. of Texas at Austin
Masters Degree in Regulatory and Utility Law	1	M	Univ. of Florida
Masters Degree in Regulatory and Utility Law	1	M	Univ. of Texas at Austin
Masters Degree in Regulatory and Utility Law	1	M	Univ. of Texas at Austin
Masters Degree in Regulatory and Utility Law	1	F	Univ. of Florida
Masters Degree in Regulatory and Utility Law	1	F	Univ. of Florida
Total	6		

CAUCASUS

GTD Statistics

1997-2002

	Armenia				Azerbaijan				Georgia				Regional Total			
	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All
Number of participants	437	9263	467	10167	171	2066	90	2327	409	6172	667	7248	1017	17501	1224	19742
Male	260	5096	298	5654	112	1579	28	1719	234	3337	306	3877	606	10012	632	11250
Female	177	4167	169	4513	59	487	62	608	175	2835	361	3371	411	7489	592	8492
Female percentage	41%	45%	36%	44%	35%	24%	69%	26%	43%	46%	54%	47%	40%	43%	48%	43%
Number of programs	77	309	84	470	23	108	14	145	44	212	40	296	144	629	138	911
Average number of participants per program	6	30	6	22	7	19	6	16	9	29	17	24	7	28	9	22

CENTRAL ASIA REPUBLICS

(Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan)

The shift from US based training under GTD has been most marked in Central Asia. Nearly 90% of the training of Central Asians has taken place in country or in a third country, often in one of the other countries in the region.

Country Initiatives

KAZAKHSTAN

Of the five Central Asia republics, Kazakhstan conducted the largest number of programs, a total of 243 involving over 4,200 participants. Fifty percent of these programs took place in country, while 38 percent in third countries or within the Central Asia region and the remaining 12 percent in the US. In addition to the program areas described below, training also took place in investment banking, agricultural cooperatives, SMEs, securities market, journalism, broadcast media, election coverage, public law, women and the law, local government, and political parties.

International Accounting Standards (IAS)

The purpose of this series of programs was to assist with accounting reform efforts. Tax officers, government officials, professors, and students examined the principles and practices of IAS critical for a successful transition to a market economy. In addition, several training of training sessions were conducted for university professors who are expected to design and conduct IAS courses and/or curricula at their universities. Over 25 programs were conducted in IAS.

Taxation

The objective of these programs was to assist policy makers and senior managers from the Ministries of Finance and State Revenue in implementing tax administration reform. Participants examined issues dealing with tax treaties, property tax, income tax, tax audit, and taxpayer rights and obligations. Over 40 programs were conducted in this area, most of which took place in Turkey.

Housing Finance

The overarching goal of these training programs was to assist in the development of a national mortgage market in response to the growing demand for higher-quality housing. Nearly ten programs in this sector focused on mortgage lending, asset liability management, and housing finance in a market economy. Programs took place in-country and in Eastern Europe, where participants examined established mortgage loan systems.

Commercial Law

The overall goal of these programs was to assist in developing mechanisms to transfer large amounts of government assets to the private sector. Training topics included commercial legislation, compliance with regulatory framework, principles for prosecuting economic crimes, such as bank fraud money laundering, and judicial administration and restructuring of the court system. Over 700 judges, prosecutors, and legal experts attended these programs all of which took place in-country.

Customs

In an effort to facilitate market entry into the World Trade Organization, senior state customs officials and their staff were trained on ways to simplify the duty assessment and make it more transparent and open to importers and exporters. Specific areas included assessing duties and import taxes, antidumping and countervailing measures, cooperation between the State Customs Inspectorate and the State Tax Inspectorate, customs valuation methodologies, and improved cross-border coordination between Kyrgyz and Kazakhstani customs agencies.

Health Care Reform

Over 20 programs for health care professionals and policy makers were conducted attended by health care professionals and policy makers. Issues dealing with health policy, preventive healthcare, health facility management, infectious diseases, and reproductive health received special attention. (See under Cross Border Linkages for expanded information).

NGO Strengthening

Relatively new to Central Asia, NGOs play a key role in enhancing opportunities for citizen participation at various levels of the social, economic, and political decision-making processes. Thus, programs in this sector focused on NGO governance, establishing government partnerships, empowering women NGOs, and project monitoring and evaluation. In addition, participants from Kazakhstan joined counterparts from the other Central Asia republics in programs conducted in the Phillipines on NGO advocacy and mobilizing and sustaining constituencies. (See under Cross Border Linkages for additional information).

Energy\Environment\Water Management

The majority of these programs were conducted regionally in conjunction with other Central Asia republics. (See under Cross Border Linkages, Programs in Support of Regional Solutions for full description of training in these areas).

KYRGYZSTAN

Nearly 150 programs were conducted in Kyrgyzstan for over 3,900 participants. Forty-two percent of these programs took place in country, 43 percent in third countries or within the CAR region, and 15 percent in the US. In addition to the program areas described below, programs were also conducted in real estate, SMEs, women's issues, local government, and community development.

International Accounting Standards (IAS)

Tax officers, Ministry of Finance staff, and university professors completed programs on IAS to assist in accounting reform, which is required for the country to succeed as a market economy. A program was designed for university professors on accounting curriculum to aid in the implementation of an internationally recognized system of instruction and certification throughout Kyrgyz universities.

Election Monitoring

These programs focused on campaign and election coverage, televised candidate debates, standards for objective reporting, and election monitoring. Members from the Central Election Commission, media representatives, journalists, and election monitors attended these programs. The main goal was to address the lack of awareness of international standards and practices

related to election laws, as well as increase understanding of the roles and responsibilities of domestic and international election observers. Due to the economic and political pressure often placed on independent television stations during elections, these programs were particularly important.

Commercial Law

The overall rationale for these programs is that a market economy cannot grow and develop unless appropriate commercial and civil laws are adopted and applied fairly. The training programs responded to the need for a more independent and influential judiciary with increased public trust. Judges and court staff completed training focused on commercial crime, court administration, bankruptcy law, and criminal code. These programs enabled the participants to better interpret the policies that govern civil and criminal laws and preside effectively and consistently over court cases.

Banking and Finance

These programs provided financial officials and bank executives with the skills to assess the overall financial condition of banks undergoing inspection such as banking, asset quality, capital adequacy, and liquidity. Topics on bank supervision including improvement of on-site inspections and off-site monitoring were also covered. In addition, bank executives received instruction on how to carry out bank mergers and acquisitions including mechanisms to acquire assets to achieve sustainability.

Taxation

In order for Kyrgyzstan to combat its fiscal crisis, improvements in tax administration and tax policy are crucial. These programs assisted parliamentarians, tax inspectors, and Ministry of Finance officials in amending the tax system, implementing a property tax system, and devising a more efficient and transparent mechanism for providing taxpayers with information that would result in higher levels of compliance and lower use of tax administration resources. Several of these programs took place in Turkey.

Customs

In an effort to facilitate market entry into the World Trade Organization, senior state customs officials and their staff were trained on ways to simplify the duty assessment process to make it more transparent and open to importers and exporters. Specific areas covered included assessing duties and import taxes, antidumping and countervailing measures, cooperation between the State Customs Inspectorate and the State Tax Inspectorate, customs valuation methodologies, and improved cross-border coordination between Kyrgyz and Kazakhstani customs agencies.

Health Care Reform

Doctors, policy makers, government officials, and NGO representatives took part in over 20 programs that addressed health care reform issues. Topics included legal and policy framework for health services, health insurance, and HIV/AIDS prevention. (See under Cross Border Linkages for expanded information).

NGO Strengthening

Programs in this sector focused on NGO governance and management, constituency development, government partnerships, and election techniques. (See under Cross Border Linkages for additional information).

Energy\Environment\Water Management

The majority of these programs were conducted regionally in conjunction with other Central Asia republics. (See under Cross Border Linkages, Programs in Support of Regional Solutions for full description of training in these areas)

TAJIKISTAN

Over 180 programs were conducted in Tajikistan for more than 5,150 participants. Forty three percent of these programs took place in country, 49 percent were conducted in third countries or within the CAR region and the remaining eight percent in the US. In addition to the program areas described below, training also involved banking and investment, labor markets, SMEs, pension reform, community mobilization, commercial law, political parties, and youth development including drug prevention.

Conflict Resolution and Reconciliation

Over 12 training programs were conducted to address the effects of civil war and internal conflict. The aim was to provide participants with the skills and knowledge necessary to develop and implement initiatives that promote peace, stability, and respect for human rights. Programs focused on the role of leaders in building peace and reconciliation, inter-ethnic integration, community reconstruction, refugee repatriation, and development of social institutions in post-conflict societies. Emphasis was also placed in developing NGO leaders working in reconstruction and peace building in a post-conflict society.

Leadership for Women

Women in Central Asia have taken significant initiatives in developing and strengthening civil society. However, they often encounter resistance in their attempts to build gender equality, are unable to articulate their rights, or formulate innovative approaches to address community issues. To address these needs, several programs were held that focused on the role of women in the transition efforts to democracy. Topics included women and the law, women NGOs and elections, the role of women in political parties, human rights for women, medical education for refugees and displaced women, and violence against women.

Election Reform

Approximately 20 programs focused on election reform and civic education designed for lawyers, journalists, government officials, NGO leaders, parliamentarians, political party leaders, election administrators, and teachers. The topics addressed election law, democracy and grassroots activism, political party building, campaign planning, voter education and registration systems, broadcast election coverage, and the role of youth in elections.

Legal Reform

Approximately 30 programs were conducted to address issues concerning legal and judicial reform in Tajikistan. The focus of the training was on court administration, civil code, commercial law, criminal and corruption law, and legal and social protection for citizens. Judges, including Supreme Court judges, lawyers, prosecutors, ministry officials, university professors, and police officials attended these programs.

Media Development

The purpose of these programs was to expand the role of the media in democratic development. Training included television and radio internships, media management, legal rights of journalists, and in-depth reporting. The participants were newspaper, radio, and television journalists.

International Accounting Standards

To assist in the transition to a market economy, nearly 20 programs were conducted in this area focusing on IAS for commercial banks, private enterprises, tax officials, accountants and auditors, university professors, and Ministry officials.

Health Care Reform

Programs in this sector included topics on epidemiology, tuberculosis, family medicine, HIV prevention, and health management. (See under Cross Border Linkages for expanded information).

Energy\Environment\Water Management

The majority of these programs were conducted regionally in conjunction with other Central Asia republics. (See under Cross Border Linkages, Programs in Support of Regional Solutions for full description of training in these areas.)

TURKMENISTAN

Over 120 programs were conducted in Turkmenistan for more than 2,000 participants. Approximately 44 percent of these programs took place in country, 44 percent in third countries and 11 percent in the US. In addition to the program areas described below, training also covered mass media, customs, SMEs, community mobilization, women and the law, and investments and securities.

Oil and Gas Regulation

The purpose of these programs was to assist in the restructuring and privatization of the energy sector. The topics dealt with oil and gas legislation and policy, regulatory agencies, pipeline tariff methodology, pipeline financing, private investment agreements, oil and gas regulations, oil spill response, and legal, regulatory, and environmental issues in international oil. High level executives from oil and gas companies, government officials, geologists, engineers, and environmental NGO leaders attended these programs.

Agriculture

Farmers, chemists, biologists, agronomists, and local government officials attended programs that dealt with plant protection, water use and pricing, irrigation systems, pest control, and environmentally friendly use of pesticides.

Budget Reform\Financial Management

In conjunction with the Budget Reform Program, the purpose of these programs was to assist budget agencies achieve improved budgetary management practices and establish transparent budgeting systems. Training topics focused on analytical techniques in budget preparation, asset liability management, bank supervision, budget reform, and credit analysis. Participants were selected from the financial and budgeting departments of a cross section of government agencies.

Small- and Medium-Sized Enterprises

The goal of these programs was to promote the development and growth of SME. The programs focused on developing collaboration between business supporting organizations and SMEs, international accounting standards for SMEs, and strategic business planning. Ministry officials, entrepreneurs, NGO staff, bank employees, and university professors attended these programs.

NGO Strengthening

Programs in this sector focused on the role of NGOs in civil society, developing a legal and regulatory environment for NGOs, and building partnership among transcaaspian NGOs. In addition, participants from Turkmenistan joined counterparts from the other Central Asia republics in programs conducted in the Philippines on NGO advocacy, and mobilizing and sustaining constituencies. (See under Cross Border Linkages for additional information).

Health Care Reform

Most of the programs in this sector were conducted regionally. Those conducted in-country focused on community health, primary health care, and family medicine including maternal and child care. (See under Cross Border Linkages for expanded information on regional programs).

Energy\Environment\Water Management

The majority of these programs were conducted regionally in conjunction with other Central Asia republics. (See under Cross Border Linkages, Programs in Support of Regional Solutions for full description of the training in these areas)

UZBEKISTAN

A total of 177 programs were conducted in Uzbekistan for over 7,800 participants. Fifty-eight percent of these programs took place in country, 31 percent in third countries or within the Central Asia region, and 11 percent in the US. In addition to the programs areas described below, training also involved agriculture, SMEs, media development and management, judiciary systems, taxation, information systems, and customs.

International Accounting Standards

To assist with accounting reform efforts, IAS training was conducted for commercial bank accountants and investment managers, tax inspectors, small and medium enterprises, and Ministry of Finance staff. The goal was to prepare a core staff capable of training employees at their organizations in the principles and practices of IAS, which are integral to the successful transition to a market economy.

Health Care Reform

Given the shifting focus toward preventive medicine and to assist Uzbekistan in the restructuring of its primary health care system, several programs were designed to examine the objectives of health care reform, as well as modern more efficient protocols in pediatrics, adult medicine, gynecology, nursing, and infectious diseases, including HIV prevention. Participants also reviewed epidemiological surveys and considered ways to control epidemics that have recently broken out in the country. Close to 680 doctors and health care providers participated in these programs. (See under Cross Border Linkages for expanded information).

Women's Issues

These programs dealt primarily with women's health care issues and women's legal rights. The aim was to create a network of NGOs working in this area to improve the quality of family health services in urban and rural areas and advocate for women's rights. Programs covered topics such as family health services, family clinics, and women's rights in divorce, inheritance, and unemployment. These programs also addressed the situation of women who often suffer the consequences that arise as countries transition to market-oriented economies, such as unemployment, alcoholism, sexually transmitted diseases, and domestic violence.

World Trade Organization

Several training programs were designed to prepare senior policy and decision makers in formulating strategies for WTO accession. Participants examined WTO principles; legal and technical requirements; tariffs, trade, and exchange policies; export regulations and investments; and trade enforcement and investigative techniques. The programs involved officials from Ministries responsible for developing Uzbekistan's negotiation and accession strategy.

Fiscal Reform

The goal of these programs was to assist in the development of sound fiscal policies and management practices. A wide array of officials from various government agencies, as well as bank representatives examined topics such as fiscal policy, foreign investment, fiscal decentralization, tax collection, performance indicators, financial analysis, capital investments, and software applications to improve database management and data collection. Over 35 programs were conducted in this sector.

Bank Supervision

These programs supported the Central Bank of Uzbekistan to develop a framework for the regulation and oversight of a sound banking system. A strong and effectively regulated banking system is crucial for the private sector to function competitively under a market-driven system. Specific topics included reviewing and analyzing commercial banks, identifying and quantifying risk, on-site inspections, credit analysis, problem bank resolution, asset liability management, and foreign exchange.

NGO Strengthening

As NGOs are relatively new to Central Asia, the purpose of these programs was to strengthen the role of NGOs in developing a strong civil society. These programs focused on NGO legal structure, constituency, advocacy, coalition development, networking, transparency, and partnerships with the government and international organizations. Close to 20 programs were conducted in this sector.

Energy\Environment\Water Management

The majority of these programs were conducted regionally in conjunction with other Central Asia republics. (See under Cross Border Linkages, Programs in Support of Regional Solutions for full description of training in these areas.)

Central Asia Republics

Overall GTD Statistics

1997-2002

	Kazakhstan				Kyrgyzstan				Tajikistan				Turkmenistan				Uzbekistan				Regional Total			
	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All
Number of participants	137	3713	400	4250	79	3534	307	3920	93	4335	723	5151	41	1788	196	2025	91	7424	286	7801	441	20794	1912	23147
Male	78	1608	232	1918	41	2012	171	2224	71	2408	462	2941	36	1074	95	1205	66	4401	163	4630	292	11503	1123	12918
Female	59	2105	168	2332	38	1522	136	1696	22	1927	261	2210	5	714	101	820	25	3023	123	3171	149	9291	789	10229
Female percentage	43%	57%	42%	55%	48%	43%	44%	43%	24%	44%	36%	43%	12%	40%	52%	40%	27%	41%	43%	41%	34%	45%	41%	44%
Number of programs	28	123	92	243	23	62	64	149	15	77	89	181	14	54	58	126	20	102	55	177	100	418	358	876
Average number of participants per program	5	30	4	17	3	57	5	26	6	56	8	28	3	33	3	16	5	73	5	44	4	50	5	26

WESTERN NEWLY INDEPENDENT STATES (Ukraine, Moldova, Belarus)

Country Initiatives

Due to limited funding, only eight programs took place in Belarus and nine in Moldova primarily in business development, agriculture, and NGO sectors. Thus, the country initiatives presented below reflect training in Ukraine only.

UKRAINE

Over 140 programs took place in Ukraine for more than 3,100 participants. Forty-two percent took place country, 32 percent in the US, and 26 percent in third countries, primarily Eastern Europe. In addition to the program areas described below, training also addressed environmental management, economic development, agriculture policy and management, and business education.

Anti-Trafficking of Women

The programs on anti-trafficking were designed to raise awareness and understanding of the conditions faced by Ukrainian women victims of trafficking. Participants in these programs came from key government agencies and NGOs responsible for combating this situation. The aim was to establish mechanisms among government officials and NGOs to address the conditions conducive to trafficking and prevent illegal migration.

In addition, a youth training program was designed to develop leadership skills in girls to prevent and combat trafficking. The girls studied the risk factors that contribute to being trafficked and received training in basic business skills to allow them to pursue legitimate careers. Ninety girls aged 12-16 participated in the program. They were selected based on their involvement in youth NGO activities and their understanding of the issues surrounding trafficking.

Kharkiv Initiative

In 1998, the US Government and the Government of Ukraine established the Kharkiv Initiative to promote economic growth, job creation, and investments in the Kharkiv Oblast. Kharkiv was one of the five largest military and industrial centers of the former Soviet Union. The objective of this initiative was to create a favorable business climate conducive to increasing private investments and develop trade links with the US private sector. In support of this initiative, close to 60 officials from the City Executive Committee, state and district administrators, and representatives from small city municipalities reviewed marketing survey instruments, job creation mechanisms, strategies for integration in the world market, and the role of banks and other financial institutions in economic development. Each participant developed proposals to be included in the Kharkiv regional program as well as action plans to be implemented in their respective work. Overall, 14 programs were conducted, half of which took place in the US. Through these programs, a cadre of local government officials was formed able to introduce a new and progressive investment policy in the Kharkiv oblast.

Local Self Governance

Programs on local government prepared mayors and city administrators to strengthen municipal management and promote democratic changes and economic development at the local level. Participants were exposed to local governance mechanisms in the US and in Poland and examined issues dealing with strategic planning, budgeting and financial management, revenue sources and allocation, capital investments, and transparency in city government. In addition, a program was conducted in Poland to introduce municipal and village councils to new methods of public participation and decision-making. Participants identified steps for conducting public hearings, learned how to influence policy issues, conduct outreach, and assess the needs of citizens.

Health Care

The training programs in the health sector covered a wide range of topics: primary health care, reproductive health, tuberculosis, cancer, HIV/AIDS, occupational health and safety, financial management, and health care reform. The goal was to expose a wide spectrum of health care professionals in the public and private sectors to a range of topics useful in the preparation and implementation of health care reform in Ukraine. Close to 20 programs were conducted in Ukraine, Eastern Europe, and the US attended by hospital managers, policy-makers, health insurance representatives, NGO leaders, professors of medicine, physicians, and social workers.

Women Entrepreneurs

In support of USAID's Women Economic Empowerment Project, a series of programs were conducted targeted at women entrepreneurs from Ukraine, Moldova and Belarus. The overall goal of these programs was to assist women in acquiring market-driven business skills to advocate for their economic rights as businesswomen. (See under Cross Border Linkages for expanded description of these programs).

NGO Strengthening

Training programs in this sector convened NGO leaders who work in micro-finance, substance abuse, sexual and reproductive health, child services, social services, and youth NGOs. The aim was to equip these leaders with the skills necessary to build a sustainable network of indigenous NGOs able to provide services to marginalized people whom the government is unable to reach. The importance of coalition building through effective networking and outreach was stressed as a means of strengthening their organizations and creating the type of human and institutional capacity needed to build an open, strong, and viable civil society.

Socio-Economic Statistical Methods

A multi-component series on socio-economic statistical methods was conducted to train participants on the use of statistical software and advanced statistical techniques. These programs also aimed at strengthening the skills of elected officials and members of the media on the use of social economic statistics. Over 20 courses were conducted as part of this series.

**Western Newly Independent States
Overall GTD Statistics
1997-2002**

	Belarus				Moldova				Ukraine				Regional Total			
	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All
Number of participants	11	1	24	36	23	184	2	209	715	2012	407	3134	749	2197	433	3379
Male	2	0	16	18	14	137	0	151	349	669	227	1245	365	806	243	1414
Female	9	1	8	18	9	47	2	58	366	1343	180	1889	384	1391	190	1965
Female percentage	82%	100%	33%	50%	39%	26%	100%	28%	51%	67%	44%	60%	51%	63%	44%	58%
Number of programs	4	1	3	8	3	4	2	9	46	59	37	142	53	64	42	159
Average number of participants per program	3	1	8	5	8	46	1	23	16	34	11	22	14	34	10	21

D. Cross Border Linkages

The training programs described in this section illustrate efforts in each region—Caucasus, Central Asia, and WNIS—to establish and sustain linkages with professionals and organizations either in Eastern European countries or within their regions.

CAUCASUS

(Armenia, Azerbaijan, Georgia)

Cross-border linkages in the Caucasus served to promote regional cooperation and strengthen personal and professional networks among the three countries. Two key areas involved in this effort were women-led NGOs and energy markets.

Women-led NGOs (Caucasus wide)

The Caucasus Women's Leadership Conference held in 1998 and the Southern Caucasus Women's Leadership in 2000, brought together women-led NGOs and community leaders from the three countries working in human rights, unemployment, health, and business. The aim was to promote regional cooperation and professional networking opportunities among women; strengthen ties among NGOs in the region; and establish a Caucasus-wide women's coalition. The women discussed issues related to conflict resolution, peace building techniques, and business opportunities. Participants also worked on joint action plans identifying common issues and seeking solutions to regional problems.

The first year, the program took place in Georgia where the women from the three countries could meet. In 2000, sessions took place in each of the three countries. This was a historic event because Armenian women were able to travel to Azerbaijan and Azerbaijani women to Armenia for the first time since the Nagorno-Karabakh conflict.

Regional Energy Markets (Georgia and Armenia)

The purpose of this series of programs was to increase the efficiency of Armenian and Georgian power systems and initiate a dialogue among energy professionals about regional cooperation and collaboration in the energy sector. The series of in-country seminars and study tours to Poland and the Baltic countries allowed energy professionals from both countries to initiate the steps necessary to bring about the reintegration of the Caucasus power grid through the development of a regional energy market.

Cross Border Linkages

Central Asia Republics

Cross-border training has been used in Central Asia across sectors to establish linkages with Croatia and Russia, as well as among the Central Asian republics.

Programs Conducted in Croatia

Participants had the opportunity to interact with colleagues in Croatia in two areas, NGO development and broadcast media.

NGO Development

Programs in NGO development brought together civic leaders from all five Central Asian countries who examined the value of establishing constituencies and engaging them in advocacy activities. The primary objective of the training was to provide the participants with direct exposure to Croatia's post-conflict efforts to secure a lasting peace. Emphasis was placed on reinforcing peace-building skills necessary to effect positive social change in communities through civic awareness, interethnic integration, refugee repatriation, project sustainability, and community reconstruction. Site visits to organizations such as the Center for Peace, Nonviolence, and Human Rights were scheduled, as well as discussions with NGOs working in peace-building initiatives. Through these visits and other activities, participants made valuable contacts with counterparts in Croatia working in these areas.

In addition, a program for NGO leaders from Tajikistan introduced the participants to peace building models and conflict resolution techniques as practiced in another post-conflict country in transition.

Broadcast Media\Election Coverage

This program prepared television managers and journalists from three Central Asian countries to prepare balanced campaign and election coverage. The participants had numerous opportunities to interact and learn from professionals counterparts in Croatia, as well as officials from election state electoral institutions, political parties, and NGOs.

Programs Conducted in Russia

The following three programs took place in Russia designed to forge linkages with institutions and professionals in the country:

Securities Market\Central Depository

Participants from Kazakhstan working in the securities market attended this study tour held in Moscow to examine regulatory controls, methods of increased trading in corporate securities, and acquire information to make sound investment decisions. The objective was to assist in the restructuring of the stock exchange as a more efficient and better suited organization to meet the needs of member brokers and dealers. Participants had ample opportunity to network with counterparts in Russia working on investment issues.

Beyond Oil and Gas

This seminar was part of the program designed to build partnerships among transcaspian NGOs. Participants examined possibilities for wider use of renewable energy resources in the Caspian region, the development of eco-tourism projects, and opportunities for financial and technical support from international organizations.

TOT Methodology for Advanced Trainers

Trainers from various NGOs in Turkmenistan participated in this program designed to expand partnerships with Russian NGOs and receive resource materials in Russian not available in Turkmenistan. The program introduced participants to interactive methods of teaching adults and practical strategies related to NGO training.

Programs in Support of Regional Solutions (CAR)

Cross border training focused on regional issues has been used within Central Asia primarily in the areas of water and power pooling, energy and the environment, and health care reform. Key decision makers representing all five Central Asian republics attended regional training events in these sectors, which served as effective tools to coordinate solutions to common problems and enhance regional cooperation.

Water and Power Pooling

To address water shortages and the need to manage winter and summer uses of water among the countries in the region, a series of regional roundtables and study tours were conducted for senior managers of the national dispatch centers, the Ministry of Energy, and power complexes from Kazakhstan, Kyrgyzstan, Uzbekistan, and Tajikistan.

The issues covered in these programs involved drafting a multiyear interstate policy governing water and energy use in the Naryn Syr Darya dams shared by the four republics; provided technical expertise to the agencies and organizations involved in water management policies, including treaty enforcement and sharing of international waters; and facilitated high-level discussion among the Central Asian republics on principles concerning international agreements.

Energy and the Environment

Training programs in the energy sector addressed the need for: close cooperation among independent power entities, environmentally safe practices, reduced greenhouse gas emissions, and the management of transboundary water resources.

The purpose of the programs was to discuss ways of carrying out clean and safe oil field development in environmentally sensitive areas and develop an effective regulatory agency to monitor these activities, thereby establishing the Central Asian countries as viable competitors in the world oil and gas markets.

Members of the Central Asia Electricity Working Group—a regional body of energy professionals—participated in a US-based Electricity Study Tour to review the benefits of close cooperation among independent power entities in the operation and maintenance of a regional power grid and wholesale power market. And a group of Uzbek and Turkmen government officials learned about techniques, practices, and theories used to support environmentally safe oil field operations in ecologically sensitive areas in the US.

Health Care Reform

Several regional training programs were conducted in this sector attended by policy makers and health care professionals from a wide range of occupations in the public and private sectors. These programs supported the initiative to reform the health care system in each of the Central Asia republics by developing the human resource base to develop a primary health care system and implement quality and financially viable public health services. Participants from all five republics convened to present and discuss strategies to expand individual health care reform efforts in their countries. The regional programs served as effective tools to exchange common experiences; empower key players in the health sector to continue with their reform efforts; and develop a resource network among the five countries. Salient regional programs included:

Health Facility Management. This series of training events assisted the health care managers from Kazakhstan, Kyrgyzstan, and Uzbekistan in establishing management procedures in their countries to support health care reform. The series consisted of three phases: an in-country program to introduce the participants to methods of financing and management; a US program where participants visited healthcare facilities; and a follow-on workshop to discuss experiences in the US and make presentations on the implementation of reform projects.

Health Reform Study Tour of Eastern Europe. The purpose of this study tour was to examine the Eastern European experience in the delivery of health care services. Senior level decision-makers from the Cabinets of Ministers and the Ministries of Finance and Health in four countries attended this program.

Health Promotion Study Tour to Hungary. Public health reform officials from four countries examined the role of the municipal government, NGOs, and donors in developing a national strategy for health promotion and public awareness campaigns.

Central Asia Regional: Integrating Maternal and Child Health Care. This program focused on ways of integrating maternal and child health in primary health care. Participants from all five Central Asian republics presented and discussed strategies to expand and refine their individual health care reform efforts.

Legal and Policy Framework for Health Service Delivery and Financing. The purpose of this program was to assist key decision-makers from three countries in formulating laws and regulations pertaining to health care financing. A greater understanding of health financing will help lawmakers develop the underlying principles necessary to establish a legal and regulatory framework for health reform.

Sharing Health Reform Experiences and Lessons Learned in Central Asia. Fifty key stakeholders and policymakers across Central Asia convened to discuss conceptual approaches to health reform, exchange experiences and lessons learned in implementing health reform activities, and develop solutions to common problems.

Cross Border Linkages

WNIS

Poland-Ukraine-USA Cooperative Initiative

President Kuchma and Vice-President Gore established the Ukrainian-Poland-US Commission to strengthen linkages, stimulate investments, and develop networks among the three countries. As part of this initiative, a number of programs took place in the US and Poland allowing the participants to examine different models and practices as implemented in these countries. Following are examples of programs that provided participants with a Polish-US experience:

Women Leadership|Women's Rights

Women in the New Parliament of Ukraine. Women deputies of Parliament, staff members of the Secretariat, and political journalists attended this program. The aim was to empower women to become effective decision-makers and influential players in the legislative process.

Women Entrepreneurship. The purpose of these programs was to provide women entrepreneurs with the tools to expand their management and marketing skills, develop professional linkages with successful Polish and US women entrepreneurs, and facilitate the organization of women business networks and support organizations.

Prevention of Trafficking in Women from Ukraine

The goal was to increase understanding of the realities of migration of women victims of trafficking and to assist Ukrainian authorities in their efforts to prevent trafficking of women. Participants were drawn from key government agencies and NGOs responsible for combating trafficking, as well as legislators working in the field of human/women's rights.

Municipal Administrators

Strategic Budgeting and Planning for Municipal Managers. Two programs were developed for leaders of city councils and municipal committees from throughout Ukraine to examine local governance mechanisms in the US and in Poland. They received training in budgeting, financial planning and management, resource allocation, and performance monitoring.

The Local Government Partnership Program. This series of five programs for mayors and local government officials was conducted throughout Poland. The overall objective of this series was to familiarize the participants with the Polish experience in governance of local institutions and examine ways of adapting these policies to Ukraine.

Miscellaneous Programs

Leadership Development for Youth NGOs. This program focused on building the institutional capacity and sustainability of youth NGOs through strategic planning, fundraising, publicity, and activities that foster community support to address the needs of young people.

Strengthening the Capacity of Economic Think Tanks. The participants who attended this program were exposed to all aspects of think tank operations including, management, organizational structure, staff recruitment, fundraising, communication strategies, and conducting research. The program also promoted the development of professional exchanges and linkages, exchanges, and networks among think tanks in the US, Central and Eastern Europe, and Ukraine.

Press Freedoms. This program provided a comparative framework for legal regulations and press freedoms as practiced in established and developing democratic countries. The aim was to enable the participants, media lawyers and journalists, to intensify their efforts in strengthening a free and independent media in Ukraine.

Pension Reform Study Tour. This program provided Ministry Officials and Cabinet Ministers with an overview of the pension reform process implemented in Poland. The aim was to familiarize the participants with private pension structure in industry; the regulatory framework for pension system reform; and how the pension systems established in Poland can be applied in Ukraine's economic, political, and business environment.

WNIS Regional Linkages

Women Entrepreneurs

A series of programs was conducted targeted at women entrepreneurs from Ukraine, Moldova, and Belarus to enable them to coordinate their advocacy efforts for the transition of their countries to market-based economies. The overall goal of these programs was to assist the women in acquiring market-driven business skills to become more active participants in the political and economic life of their countries. Providing opportunities to develop valuable professional linkages was a key component of the programs expected to facilitate the organization of women-led business networks and support organizations in their countries.

The program also had a strong training of trainers component, as the participants are expected to conduct training for their colleagues.

E. Contributions to Sustainability of Local Training Institutions

Significant effort was placed under GTD to develop and promote the training capacity of local institutions, as well as support training initiatives of individual participants. These efforts are organized in the three key areas outlined below:

Training Initiatives\Projects

Examples in this category refer to participants who have designed and conducted training activities either independently or as part of an organization:

Central Asia

- As a result of training programs on International Accounting Standards (IAS), a team of trainers was created—comprised mostly of university professors—who established the Institute of Professional Accountants and Auditors of Tajikistan, a community based organization which organizes monthly training programs for accountants. Upon completion of the training program, the participants take an examination and receive certificates.
- The Tajik Inter-Audit Project—established by a participant—is designed to train Tajik accountants and auditors in managerial accounting procedures. Over 125 accountants, auditors, and university professors have been trained in International Accounting Standards. These professors now teach accounting courses at their respective universities.
- As a result of the Drug-Free Training Seminar, Uzbek youth, educators, and physicians designed and implemented counseling and training for drug prevention programs. Over 9,000 students and servicemen have participated in a drug education campaign conducted by the participants.

WNIS

- In Ukraine, faculty from the Odesa Institute of Hydrometeorology participated in a training program designed to improve the technical, scientific, and business capability of the Institute. In collaboration with the US Environmental Protection Agency, institute professors have developed several courses on environmental law management, evaluation, monitoring, and audit procedures.
- The School for Equal Opportunities was established in Ukraine by a group of participants following the Anti-Trafficking program. The school provides input in the formulation and implementation of a gender policy and prepares activists, trainers, and volunteers to work in different regions in the country. Over 60 training courses for approximately 1,200 young people have been conducted in various regions of Ukraine, and approximately 10,000 young people from various regions of the country have received information on ways to prevent trafficking and violence, and protect human rights.
- The MBA in Banking program was established by participants to provide internationally trained instructors for the National Training Center for Training Bank Personnel. The aim was to prepare professionals to assume the role of trainers and design banking curricula for academic courses.

Capacity Building of Training Organizations

Instances in this category reflect support and mentoring provided to existing training organizations to expand their scope and capability, or assistance given to less formal organizations to attain NGO status.

Caucasus

- A key component in the design of the Small and Medium Enterprise series was the Training of Training Program for local training providers. The aim was to expand the ability of business training organizations to offer courses on entrepreneurship, financial management, marketing, and business plan development, and adult learning methodologies.
- Nine law faculty members and post-graduate students from the Yerevan State University participated in a series of programs to strengthen YSU Law School by developing instructional skills of young faculty members. Participants are expected to provide training in specialized areas of law relatively new to Armenia, such as commerce and international trade.
- Under the Local Councils Development Program in Georgia, two training of trainers programs were designed for staff of NGOs who, in turn, conducted training throughout the country to councilmen.

Central Asia

- Through collaborative partnerships with public and private organizations, a participant ensured the growth and sustainability of the Business and Economic School (BES) in Turkmenistan. BES operates as a successful self-financed non-profit organization and has become one of the most popular business educational institutions in the country. Course offerings include international business, office management, accounting, and skills retraining for the unemployed.
- The International Business School, an indigenous, private organization in Kazakhstan, was selected to provide training in IAS for Tajik participants. In this case, a local provider in Kazakhstan was used to deliver training in a relatively new subject area to participants from a different country, Tajikistan.
- After conducting a micro-credit training session and receiving further training in proposal writing, the Business Women's Association of Uzbekistan now conducts business development training for women-owned enterprises. They have provided information and training to women's organizations in several oblasts in micro-credit and business expansion.
- In Tajikistan, a participant established a training center as an NGO to foster the development of the NGO sector. The center offers courses in NGO project development, conflict management, and leadership skills for women. It also publishes a newspaper that offers articles about the activities of local and international organizations.
- The Institute of Professional Accountants and Auditors in Kazakhstan provided programs for Tajikistan and Turkmenistan. The institute has been used as training provider several times by other USAID projects.

- The Central Asian Foundation for Management Development has provided two regional training programs. The President of the foundation was a GTD participant.
- A representative from the Tajikistan Regional Bank Training Center, also a GTD alumnus, developed and implemented a series of courses on IAS for commercial banks in Tajikistan in five cities. Feedback was so positive that the commercial bankers requested an additional session covering three more cities.

Bidders' Workshops (Armenia and Azerbaijan)

As part of the SME program, bidders' workshops were held for local business organizations and consulting companies interested in competing in a tender to design and implement training courses in business skills. The aim was to acquaint these organizations with bidding rules and regulations useful in responding to similar cases with other donor organizations. A key component of these workshops is the TOT sessions designed to:

- Acquaint prospective bidders on the principles of adult learning methodologies to improve the quality of training programs and materials and instructors offered by these organizations
- Provide local organizations with effective training skills that will expand their focus and establish professional relationships and networking opportunities with US and European counterparts.

F. Successful Training Approaches, Models, and Practices in Supporting SOs

Using a combination of training venues based on the specific objectives of the program and needs of the participants, such as:

- Integrating US-based and in-country components to allow participants to compare and contrast local and Western models and practices.
- Programs conducted in Eastern and Central Europe with a US or in-country component for comparative value and to foster linkages.
- In-country programs combined with training in Eastern Europe and the US to allow participants to examine various levels of development.

Incorporating a Training of Trainers component

By including a strong TOT component in the training design, training serves not only to impart information, but also develop a cadre of local professionals with training skills.

Combining participants from a cross section of stakeholders

Whether trainees are selected from different levels within the same organization or from different organizations that have an interest in a specific issue, this approach brings together critical stakeholders who have an interest in ensuring that the intended results of the training are realized.

Conducting in-country repeat or series programs over time to reach a wide audience

These programs focus on a specific topic area. By repeating the same training or offering a series of connected training events, a larger number of participants are able to attend and complete these programs and the per participant costs are extremely low. This type of training also lends itself to local capacity development if local institutions are incorporated in the design to become the future training providers.

Conducting regional needs assessment

Training needs are identified at the sector, country and regional levels. Assessing needs regionally, helps identify areas in which common issues can be most effectively addressed through programs that include participants from more than one country.

Acquiring practical experience through study tours

This approach provides participants with practical, hands-on experiences with different work situations and models, as well as expanded opportunities for linkages and networking.

Using technical assistance contractors to design and deliver training

Because a significant amount of training in the E&E region is integrated with technical assistance, the contractors are vital in the design and implementation of training events. This approach also allows participants to be involved in the ongoing activities implemented by the technical assistance contractor. In addition, it increases the likelihood that they will apply in the workplace the skills and knowledge acquired.

Partnering local institutions with international organizations

This approach helps to strengthen the capacity of local institutions to design and deliver training and, over time, to provide training on their own.

Providing unprogrammed funds for opportunistic follow-on

In Central Asia, USAID/CAR set aside funds to be used for bi-monthly lectures, workshops, and conferences, or to develop program ideas based on opportunities that arose. In some cases, these activities were the result of trainee proposals; in other cases, they took advantage of experts travelling in the region who could be engaged to speak to a group. In some instances, events were organized around topics that had become timely as a result of recent events. These events were viewed positively by trainees and USAID and provided different venues for networking and updating trainee knowledge. They also provided visibility for USAID's program, which in turn resulted in broader support and interest.

Building expertise with long-term academic study

Participation in graduate study has strengthened participants' capacity to initiate and lead reform in the key sectors of energy, economic restructuring and public health.

G Recommendations

Ways to improve the results attained through participant training.

State the intended outcome of the training in clear and realistic terms.

The training contractor, the technical assistance contractor working with a particular assistance effort, the USAID Team Leader overseeing the activity, and representatives of the identified pool of potential trainees should work closely together to identify the intended outcomes for training to ensure there is agreement, the outcomes are clearly stated and are realistic, and to increase the likelihood they are achieved.

Select trainees whose experience and role is appropriate for implementing and supporting the intended changes

It may be that trainees who have similar responsibilities within an organization or sector are the most appropriate to attend a particular program. Or it may be that the most appropriate group of trainees reflects different roles and responsibilities within an organization or sector, or in relation to a specific topic or interest. The selection of trainees should be driven by the overall objectives training is to achieve and the kinds of individuals required for that. Homogeneous groups will not be appropriate for all cases nor will heterogeneous groups. This may seem self-evident but our experience is that it is not given the number of times inappropriate candidates are nominated for training.

Involve the training program implementing contractor staff throughout development of the training plan and the design of the training programs to increase their effectiveness, their support for achieving USAID's assistance objectives and to increase sustainability

Training contractor staff can provide critical input during the various stages of the training continuum to strengthen the human resource development component of assistance provided. They can help the Mission identify critical training needs to support achievement of assistance objectives. They can help to assess whether a training intervention is the most appropriate approach to address specific performance gaps; recommend the most appropriate groups of participants to be selected; formulate clear, achievable, learner-oriented objectives; as well as suggest best practices and key components of the training event. If the role of the training contractor is to provide support across all of a Mission's activities, staff are in a position to see common themes or identify potential synergies between the different strategic objective or sector teams. Also, through the approach taken in the design of a human resource development intervention, the training contractor can contribute to sustainability by utilizing and increasing local capacity and by incorporating training-of-trainers content into the program design.

Involve key staff of targeted organizations in conducting needs assessments when identifying appropriate interventions

Two important benefits are achieved by actively involving select staff, including managers and supervisors, in the mechanics of conducting needs assessments:

- (a) the capacity of the organization is increased to include assessment to identify performance gaps and interventions needed to overcome those, including training; and
- (b) involvement encourages support for training or other interventions within the organization by officials who might otherwise be barriers to change.

Involve alumni in the design

Consult with trainees in the design of programs. Through debriefings or planning meetings, trainees can help identify what additional support is needed within their organization to effect intended changes. Also, they can help identify those key officials and employees who should be targeted to receive training or whose support is needed for the intended changes to be implemented.

Integrate and identify training and follow-on activities as part of the initial design

Incorporate follow-on in the design of training to include trainees who have attended similar or related programs. This approach will encourage sustained support for intended changes and provide those trained with additional networking opportunities as well as professional mentoring support the application of their training in their workplace and community.

Whenever appropriate or possible incorporate objectives for sustainability and help build local capacity through training design

In many cases a program can be designed to incorporate training of trainers and/or building local institutional capacity for providing training and technical assistance. This will increase the likelihood of long-term results from training. If the knowledge, skills and attitudes to be transferred during training will be needed in the future and/or will be required to be taught more than once, incorporate training-of-trainers and training program development into the design of the training intervention. As a result, the capacity to provide training is increased in addition to the content being transferred.

Where possible, work with local institutions to develop their capacity to assess training needs, develop programs to meet those, evaluate training and incorporate what is learned into future program designs. In cases where external organizations are used to provide in-country training, team them with local organizations and establish a mentoring / mentee relationship to increase the local organization's capacity and reduce the need for external assistance in the future.

Comment on whether appropriate monitoring systems are in place to measure contribution of E&E participant training to the achievement of the planned development results.

The emphasis for monitoring and evaluation under the GTD activity was on training planning and implementation. Evaluation following program attendance was limited to querying trainees about their training experience and to debriefing a representative sample of trainees following return to their home country. This limited evaluation provided useful information for assessing the quality of training services, program delivery, and training provider performance, and also provided for an initial assessment of the anticipated usefulness of the training. Success stories have also been developed on a regular basis. These tied individual trainee achievements to the intended results and wherever possible identified the contribution of training to the trainees' accomplishments. Many of them provide striking cases where it is clear training provided under the GTD activity made a direct and important contribution to trainee accomplishments directly related to (contributing to) the planned result. Potential successes been identified through debriefings and word received back from trainees about their accomplishments. They have not been identified systematically, for example, by intended result or targeted sector.

Given that USAID's planned development results are organizational in their scope and training is provided to individuals, the information we have been able to report from what we have gathered

by querying individuals has been at the level of individual contributions in their organization or sector. Being able to report broader success in achieving higher level organizational objectives has as a result been necessarily speculative, requiring logical connections. So while the individual achievements may fall squarely within the range of the intended result and may indisputably support achievement of that, one cannot usually say that the higher result has been achieved based on what an individual or group of individuals has accomplished following training.

There are a number of ways in which monitoring and evaluation could more effectively report on achievement of intended development results. Efforts might focus attention on a limited number of intended results (because to try and look at them all would require more resources than are available). They would certainly refer back to the entire intervention planning process. Evaluation of success in achieving intended results would measure success in relation to the assessments that identified the organizational performance gaps the interventions were designed to address. This suggests a case study approach that would provide an in-depth review of changes that have taken place in an organization or sector. This would begin with a review of the initial needs assessments and findings that lead to identifying required interventions and an analysis of the different interventions (technical assistance, training) and inputs (other donor activities or investments, government actions) that would bear on the changes that have taken place. Conclusions would be drawn which would address intended change that was successfully accomplished, unintended or incidental changes that took place (some positive and some not), and areas where planned interventions either failed to effect the intended change or where additional interventions are needed.

Following are some ideas for expanding the evaluation function to be able to better assess the impact of training and its contribution to achieving intended results.

Contributions at the individual level

To more effectively assess the role of training in the contributions of individual trainees, follow-up interviews should be conducted at scheduled intervals— i.e. six months, twelve months and later, following training. This will allow trainees to talk about what they have been able to accomplish as a result of their training and help to identify constraints or barriers to intended changes so that follow-on or additional training can be provided to increase the likelihood of the intended changes. Information gathered should focus on what was intended (individual objectives) with an ear to what other changes or contributions trainees have been able to make that might not have been planned or anticipated.

Improvements at the organizational level

The performance of selected organizations and institutions that have received targeted assistance over an extended period should be assessed. The results can be compared with the initial assessments that were conducted prior to training interventions, and the performance gaps that were targeted for assistance. This would help to identify where it appears training has contributed to achievement of planned results. It would also help to identify where additional training, or other assistance, is needed to address ongoing performance gaps.

Sector Impact

Similar to above approach, assess the impact of training at the sector level. Several sectors have received significant training input under GTD, such as the small business sector in the Caucasus, health care in Central Asia, and local government in Ukraine, to mention a few. The need for

this assistance was determined through initial assessments and the identification of performance gaps. Assessment at the sector level would help identify where assistance has been successful in overcoming the targeted performance gaps, and from a review of the different interventions, will help to identify which changes can be attributed to training.

II TRAINING RESULTS

Under GTD, training results were collected, documented and reported on a regular basis following specific guidelines.

The results reported below reveal the types of bold and innovative measures undertaken by participants whose achievements have contributed to the economic, democratic, and social advances in their respective countries. Training prepared them to identify areas that needed to be addressed and provided them with the skills and resources to implement creative mechanisms to bring about sustainable changes. In all the countries of Eurasia, participants have assumed positions of responsibility in the public and private sectors, and key decision-makers, who have influenced policy decisions at the highest levels of government, have been trained by USAID. These results also demonstrate the impact of the investment in training at the individual, organizational, and national levels.

More detailed description of these results and corresponding training programs are posted in the USAID\EE webpage: www.eetraining.net.

SAA 1 Economic Restructuring

Armenia

Bank Supervision

The Central Bank of Armenia adopted internationally accepted approaches and practices for on-site supervision and off-site examination of commercial banks.

Small and Medium Enterprises

Over 3000 entrepreneurs participated in the Small and Medium Enterprise Business Skills Program. As a group, they represent a powerful force in the country. They have successfully applied their training in numerous business transactions and ventures, which have led to business expansions and increases in revenue. To accomplish this, participants developed business plans and secured funding; conducted feasibility studies and market research; designed strategies for developing new businesses; attracted new customers; and established linkages with national and international companies. Participants had received advanced training in all these areas as a part of the SME program.

Georgia

Small and Medium Enterprises

Participants who attended programs on small business development established the Transcaucasian Federation of Business and Professional Associations. Federation members meet regularly to discuss solutions to common problems related to legal, informational, analytical and marketing services. The intent is to promote the participation of associations in drafting legislation; foster effective cooperation with the executive branch; promote open information exchange with the public; and create opportunities for the quick resolution of problems. Both, the President and Vice President of the Federation are training alumni. The event was broadcast on

Georgian TV, and it was mentioned that the idea for the Federation had come about as a result of participation in an USAID-funded program.

Central Asia Regional

Water\Energy Resources

- A number of regional agreements on shared use of water and energy resources were signed among the republics of Central Asia.
- Following a program on power pool, the Electricity Working Group, made up of high level engineers, developed the conceptual model for the creation of a regional wholesale electricity market in Central Asia. This model was approved by the Presidents of Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan, who agreed to take the necessary measures to develop an electricity market in Central Asia. The executors of the decision include the Electricity Working Group, the energy ministries of the respective countries; the Interstate Council's Executive Committee, and the United Dispatch Center Energia, a regional energy organization.

Kazakhstan

Housing Finance

A participant, who is President of a bank, submitted a pilot project to issue mortgage-backed bonds on the Kazakhstan Stock Exchange (KSE) to create new funding sources, such as bonds, in order for the banks to finance loans. He collaborated with several organizations to formulate the rules and regulations for issuing mortgage backed bonds. As a result, mortgage backed bonds are now for the first time publicly traded on the KSE. The significance of this event is that issuance of mortgage backed bonds allows his bank to originate funds for lending purposes thereby enhancing its capacity to meet the increased demand for housing loans.

Kyrgyzstan

Investment Securities

- A participant formed part of the working group that drafted the law on investment funds. Because this was the first law in this area, the participant used the legislative materials provided at the training. The law on Investment Funds was included in the Kyrgyzstan code in June 1999.
- A participant who works for the National Securities Commission in Kyrgyzstan drafted several pieces of legislation to monitor the investment fund activities of Non-Bank Financial Institutions (NBFI). The provisions were adopted and enacted by the State Commission. Prior to this, the Kyrgyz government had no mechanism to regulate the activities of NBFIs. Thus, this legislation contributes to the development of financial accountability on the part of private financial institutions.

Tajikistan

International Accounting Standards

- As a result of courses in IAS, new balance sheets have been introduced at the largest commercial banks and new IAS are being implemented in banks throughout Tajikistan.

- Following a training on IAS a participants designed and implemented the Tajik Inter-Audit Project with funding secured from the Eurasia Foundation. This project is designed to train Tajik accountants and auditors in managerial accounting procedures.

Uzbekistan

International Accounting Standards

- Following a course on International Accounting Standards, a participant drafted the law on auditing and several provisions on the improvement of audit practices, which were included in the Cabinet of Ministers' resolution.

Ukraine

Business Development

A participant who runs a medical wholesale firm in Ukraine developed a business plan which resulted in a bank loan. She also established *Women and Contemporaneity*, a registered association for women entrepreneurs designed to provide psychological support, as well as create a business incubator for women who wish to start their own business. The participant stated that the creation of such an organization became possible following meetings with representatives of women's organizations in Poland and in the US.

SAA 2 Democratic Transitions

Caucasus Regional

Women-led NGOs

A significant achievement of the Women's NGO Leadership Conference was that the participants established concrete forms of cooperation by developing joint projects, lobbying the government for common interests, promoting information exchange, and fostering peace-building efforts. For example as a result of collaboration between two participants, the release of ten prisoners held in Armenia and Azerbaijan was achieved. The prisoner release was unique in that the NGO sector from both countries initiated the process.

Armenia

Civics Education

In Armenia, a new civics curriculum and textbook were developed and are being used in approximately 270 high schools as a tool to instill democratic values in youth.

NGO Development\Legal Reform

Participant established an NGO, *Defending the Rights of Women and Children*, which provides free legal counsel and education to women and children on their rights, including the right to social security, the right for protection, and the right to be free of violence. Over 300 children and 250 women have benefited from these services, many of whom come from the most vulnerable segments of society, such as convicted women and youth, disabled and orphan children, and the elderly.

Journalism

A group of participants established the Association of Investigative Journalism, which involves representatives from several media organizations. The intent is to train journalists in the area of investigative journalism and protect their professional rights. The President of the Association is a training alumni.

Azerbaijan

NGO\Development

An NGO in Azerbaijan conducted a series of seminars on Leadership, Conflict Resolution, Women's Rights, Women and AIDS, Youth and AIDS, and Mass Media and AIDS.

An NGO participated in UN's project 'HIV/AIDS Prevention in Azerbaijan to establish an AIDS resource center.

Georgia

Legal Drafting

A participant working with the Committee of Foreign Relations in Parliament contributed to the preparation of several international and domestic agreements dealing with the suppression of counterfeiting currency; the European agreements on fundamental rights and freedom, and the prevention of torture and inhuman treatment; the agreement on the protection of the archaeological heritage; the UN agreement on drugs, and the agreement on access to information and public participation in decision-making. All these agreements were approved between 1999 and 2000.

Kazakhstan

NGO Development

- In Kazakhstan, NGO participated in the drafting of several laws to ensure corporate responsibility and accountability. These laws pertain to consumers' rights, NGO formation, and environmental protection.
- Following a program on appellate advocacy, five law students established the Kazakhstan Association of Young Lawyers, which includes 50 official members and about 80 active supporters. The association has been registered.
- A group of participants from the Ministry of State Revenue drafted the final version of the tax code governing NGOs, which was approved by Parliament and signed into law by President Nazarbayev in July 2001.

Tajikistan

NGO in Post-Conflict Societies

A participant established a training center Manizha as an NGO. Manizha has developed and conducted numerous repeat courses and seminars for a wide array of audiences, including NGO development and project design for community leaders; leadership skills and conflict management for female university students; civic education courses for rural teachers and NGO representatives aimed at instilling personal responsibility and promoting problem-solving techniques based on local resources.

Turkmenistan

Social Partnerships

After attending a program on social partnerships, a participant established partnerships with local and international organizations to ensure the sustainability of the Business and Economic School (BES) that she directs. As a result, BES has operated as a successful self-financed non-profit organization for three years and has become one of the most popular business educational institutions in Turkmenistan. In the past year, over 500 students have attended classes and one-third of them have found employment upon graduation. All courses are free of charge and open to the public.

Uzbekistan

NGO Governance

Following a program on collaboration among the government and the NGO sector, a group of participants drafted five laws dealing with NGO governance. When the National Development Plan of the Republic of Uzbekistan was adopted, it included all five recommendations submitted by the participants.

Ukraine

Anti-Trafficking

- One of the most impressive outcomes of the Youth Leadership\Anti-Trafficking Program was the creation of The School for Equal Opportunities established by the participants and officially registered at the Ministry of Justice. Other notable accomplishments include establishment of regional affiliates of the school in seventeen oblasts of Ukraine; and development of specialized training manuals to work with handicapped\orphan children and young entrepreneurs. Approximately 10,000 young people from various regions of Ukraine have received information on ways to prevent trafficking and violence, protect human rights, and gender education.
- Following a training program on the trafficking of women, the achievements of three participants working in collaboration with NGOs and the government include: publication of a handbook containing critical information on the problem of trafficking, as well as practical information and hints for girls and women planning to work abroad; a hotline that provides information on the reality of how to find a safe job abroad. The participants also conducted hundreds of lectures and seminars for social workers, teachers, young women, and law enforcement agencies on how to prevent and combat the trafficking of women.

Local Self Governance

The 2000-2005 strategic plan for the city of Kamianets-Podilsky was developed with extensive cooperation between the local government and citizen's groups. The plan was approved by the City Council. For the first time, public hearings were conducted where the government collected proposals from citizens on budget priorities. The government also issued a brochure with information on the budget and conducted a survey to assess city priorities. The results of the survey and public hearings were summarized in a report submitted to council members and reported in the media. A participant played a leading role in organizing these hearings.

Involving Citizens in Governance

The Center for the Development of Berezhany was established by a participant as an NGO based on a resolution adopted by the citizens at a public hearing. Its objective is to protect the legal, social, and economic interests of the community and support the development of market reforms and civil society. The Center receives funds from the city council and provides for the development and implementation of projects, such as economic, historical, architectural, ecological, and tourist initiatives dealing with the development of Berezhany.

SO 3 Improved management and response to humanitarian crisis

Azerbaijan

Community Mobilization

Following a program on Community Mobilization and Leadership Development, a participant, who is an internally displaced person (IDP) designed a project to address the socio-economic problems of IDP communities. The project works to mobilize the communities, train them in leadership development, and encourage them to take initiative in changing their circumstances. This project has changed the lives of hundreds of people living in the affected communities. As of April 2001, 20 IDP communities in four regions of Azerbaijan had participated in the internationally funded project. The participant also worked with IDPs on developing micro-credit projects. As a result, 85 IDPs have received micro-credit financing.

Georgia

Conflict Resolution\Youth Development

After participating in various youth leadership programs especially designed for teenaged victims of war who have become refugees and live in shelters, significant changes have occurred in their behavior, attitude, and outlook. They have exhibited exceptional leadership skills and determination in the face of insurmountable circumstances as evidenced by their achievements: they have excelled in their studies and received scholarships to pursue university studies; established weekend schools for children living in the shelters where they also serve as teachers and mentors; wrote articles on the plight of refugee children published in journals issued by relief organizations; mobilized other youth and organized numerous humanitarian assistance programs in their respective communities; and developed a webpage to track their activities and maintain communication.

Social Policy Reform

An important outcome of a program on social policy development was greater collaboration between the government and the NGO community. This has led to the realization that the NGO sector is a serious and reliable partner and not a competitor. Participants drafted legislation that was adopted by Parliament; conducted research and wrote winning proposals to secure funds from international organizations and identified alternative sources of funding. Through their achievements, they have improved the ability of the country to have a social welfare system and policy that respond to more closely to the needs of the population.

Uzbekistan

Health

- In Uzbekistan, a Maternal and Child Health Care curriculum was developed and is being used throughout the country. Participant worked with the Minister of Health to revise traditional methods of child delivery and infant care.
- As a result of a regional conference on women's issues and family health care, the NGO *Family Business* was created; several NGOs led by women were registered; The Association of Pediatricians increased its membership to over 300 members; a center on family planning was established; over 150 doctors were trained in the prevention of various diseases; and the provisions written during the workshop were adopted in the new Family Code.

Youth Drug Prevention

The Drug-Free Schools program provided the impetus for the creation of a government-sponsored national effort to prevent drug abuse among Uzbekistani youth. The government sponsored program instructed educators and physicians on practical and effective strategies to counsel and support youth in making healthy lifestyle choices. Over 9,000 students and servicemen have participated in the drug education campaign.

Ukraine

Child Services

In Ukraine, a foundation was established to locate guardians and financial donors for orphan children. Some 200 orphans have received assistance.

Environmental Management

In Ukraine, new courses on sustainable management of natural resources, such as environmental law, management, monitoring, evaluation, and audit procedures were established in collaboration with EPA.

Health Care Reform

A participant who attended a training on health care reform, reorganized primary health care in Lviv by introducing family-based medical services. She directed its service delivery system to targeted populations and maximized resources to make health services available to the neediest segments of the population. She opened a family medicine division that serves 12,000 people. As a result, now 42,000 people receive family care services.

Youth Development

After attending a program on Youth Leadership NGO Development, a group of participants established a coalition of youth NGOs designed to strengthen their effectiveness by networking and partnerships. Currently, the coalition comprises 19 youth organizations representing 14 regions in Ukraine and has become a powerful source of information and resources. Over two hundred affiliated NGOs in numerous areas of the country have benefited from the coalition's services. The coalition's efforts have strengthened the working relationship of NGOs with the local government and institutions that promote youth programs. Networking efforts have raised the professional level of the organizations considerably and enhanced their ability to lobby and defend their rights.

III OVERALL GTD STATISTICS (1997-2002)

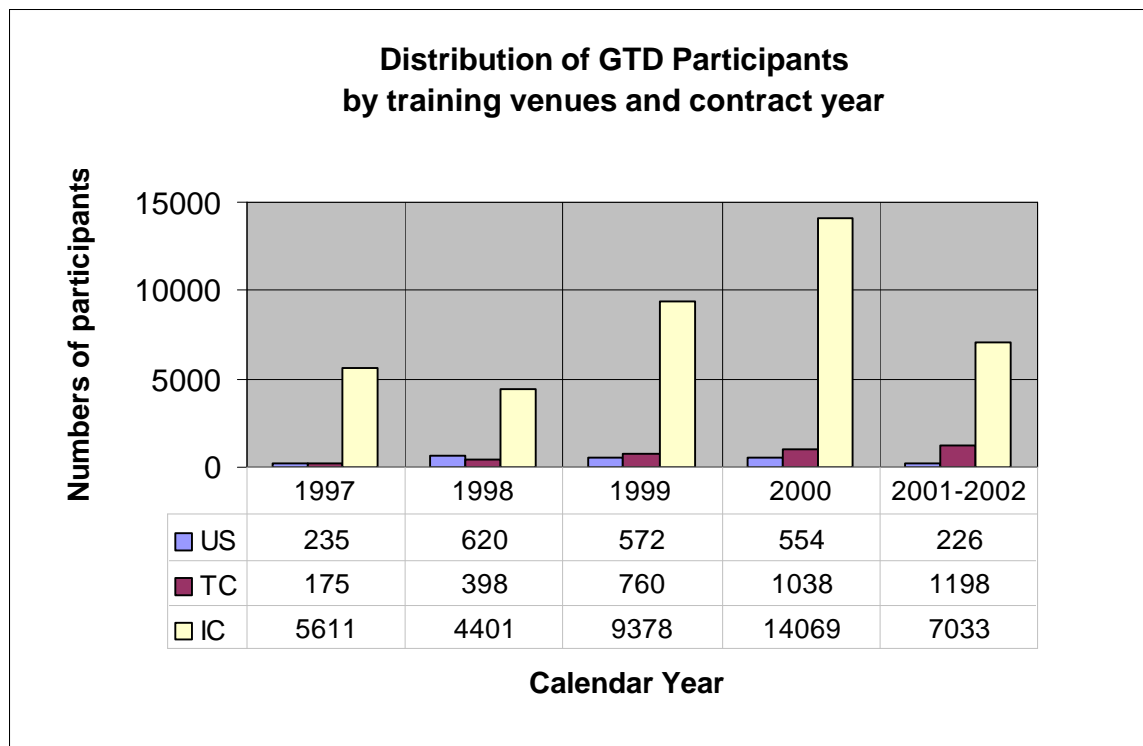
Number of participants by region, venue, and gender

Number of programs by region and venue

	CAR Total				Caucasus Total				WNIS Total				Regional Total			
	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All	US	IC	TC	All
Number of participants	441	20794	1912	23147	1017	17501	1224	19742	749	2197	433	3379	2207	40492	3569	46268
Male	292	11503	1123	12918	606	10012	632	11250	365	806	243	1414	1263	22321	1998	25582
Female	149	9291	789	10229	411	7489	592	8492	384	1391	190	1965	944	18171	1571	20686
Female percentage	34%	45%	41%	44%	40%	43%	48%	43%	51%	63%	44%	58%	43%	45%	44%	45%
Number of programs	100	418	358	876	144	629	138	911	53	64	42	159	297	1111	538	1946
Average number of participants per program	4	50	5	59	7	28	9	44	14	34	10	59	26	112	25	162
MIS Usage																

See graph illustrating distribution of participants by venue and calendar year on the next page.

Distribution of Participants by Training Venue and Calendar Year **Graph Chart**



Number of Participants Trained by SAA

		SAA1	SAA2	SAA3	SAA4	GTD	FFS	TOTAL
		Economic Restructuring	Democratic Transitions	Social Stabilization	Cross Sectoral			
Armenia	US-Based	187	205	47	5	444	361	805
	In-Country	8231	915	813	59	10018	5755	15773
	Third Countr	148	174	146	22	490	76	566
	Subtotal	8566	1294	1006	86	10952	6192	17144
Azerbaijan	US-Based	65	72	46	0	183	133	316
	In-Country	1956	59	51	0	2066	70	2136
	Third Country	25	58	3	6	92	3	95
	Subtotal	2046	189	100	6	2341	206	2547
Georgia	US-Based	92	107	215	3	417	327	744
	In-Country	1485	920	3882	0	6287	1	6288
	Third Country	76	48	530	25	679	45	724
	Subtotal	1653	1075	4627	28	7383	373	7756
Caucasus Regional	Total	12265	2558	5733	120	20676	6771	27447
Belarus	US-Based	4	0	7	0	11	47	58
	In-Country	1	0	0	0	1	0	1
	Third Country	0	16	6	2	24	0	24
	Subtotal	5	16	13	2	36	47	83
Moldova	US-Based	23	0	0	0	23	78	101
	In-Country	184	0	0	0	184	2	186
	Third Country	1	0	0	1	2	11	13
	Subtotal	208	0	0	1	209	91	300
Ukraine	US-Based	395	164	142	30	731	1444	2175
	In-Country	463	82	1295	172	2012	0	2012
	Third Country	156	150	87	30	423	30	453
	Subtotal	1014	396	1524	232	3166	1474	4640
West NIS Regional	Total	1227	412	1537	235	3411	1612	5023
Kazakhstan	US-Based	69	29	35	4	137	257	394
	In-Country	2317	1038	436	2	3793	449	4242
	Third Country	237	127	68	0	432	101	533
	Subtotal	2623	1194	539	6	4362	807	5169
Kyrgyzstan	US-Based	31	15	31	2	79	123	202
	In-Country	2756	298	505	2	3561	74	3635
	Third Country	131	118	84	0	333	76	409
	Subtotal	2918	431	620	4	3973	273	4246
Tajikistan	US-Based	31	18	38	6	93	73	166
	In-Country	1326	2064	788	157	4335	58	4393
	Third Country	439	205	93	10	747	37	784
	Subtotal	1796	2287	919	173	5175	168	5343
Turkmenistan	US-Based	33	2	1	5	41	62	103
	In-Country	1378	203	136	71	1788	208	1996
	Third Country	47	119	31	5	202	14	216
	Subtotal	1458	324	168	81	2031	284	2315
Uzbekistan	US-Based	46	16	27	2	91	100	191
	In-Country	3631	3415	766	87	7899	338	8237
	Third Country	58	120	124	0	302	77	379
	Subtotal	3735	3551	917	89	8292	515	8807
Central Asia	Total	12530	7787	3163	353	23833	2047	25880
Subtotals	US-Based	976	628	589	57	2250	3005	5255
	In-Country	23728	8994	8672	550	41944	6955	48899
	Third-Country	1318	1135	1172	101	3726	470	4196
Grand Total		26,022	10,757	10,433	708	47,920	10,430	58,350

